

30 November 1979

MEMORANDUM FOR: Director of Central Intelligence

FROM : Deputy Director of Central Intelligence

1. Following our discussion last Saturday, I have revised your paper on personnel management. In addition to reflecting our discussion, the revision reflects a lengthy meeting that  held with Don Wortman and Harry Fitzwater. They agree it is now a useful checklist against which progress can be measured.

25X1

1 DEC 1979

2. Please note the modification on rotational assignments. This will be a very contentious issue at the meetings on Wednesday and Thursday. I suggest we discuss it on Monday. *OK*

25X1

Frank C. Carlucci

Attachment

*One ?  
One change*

DCI/24 Nov. 79  
Revised 29 Nov.

### Overall Objectives in Personnel Management

1. Right numbers and quality of people to do the job
2. Reasonable Career Opportunity (RCO)
3. Further unify Agency

### Objective #1--Numbers and Quality

#### Problems

1. Youth today demand greater involvement in making management decisions and in their own careers; expectations high
2. Quality of recruits must be kept high  
Overseas service is becoming less attractive
3. Imbalance of numbers/grades may exist, e.g., massive retirements may leave large gaps

#### Solutions

1. Improved, shortened, recruiting process for CTs and professionals
  - a. Each career service should have one decision point for CTs and other generalized skills
  - b. OP must have authority to hire and detail CTs if quotas being missed
2. Personnel planning and counseling at the lower levels (GS-09 to 11) must be frequent and explicit by line managers. This can be done through the AWP and training. Individual needs to know what he can realistically expect to achieve.

3. Career management that considers the needs of the individual--
  - Less reliance on self-management of careers
  - Deliberate grooming of several candidates for each supervisory position through the PDP to include special challenge assignments and accelerated promotions
4. Intensive leadership and personnel management training by OTR
5. Centralized personnel planning to analyze and project:
  - ~~DD~~ humps and valleys
  - Intake needed every year
  - Need for transfers/RIFs from congested areas
  - Need for rotational assignments for:
    - Broadening of managers
    - Prevent stultification
6. Reduce non-security recruiting processing time by one-half

? 13-15 only

Objective #2--Career Opportunity

Problems

1. Serious problems of disincentives to Government service today means we must create incentives for keeping better people
2. Career opportunities widely divergent within Agency

Solutions

1. Uniform promotion system
  - a. Panels--reduce overall number
  - b. Consistent panel structure throughout Agency
  - c. Published promotion targets by beginning of FY

- d. Published promotion results
  - e. Published promotion dates
  - f. Consistent Agency-wide letters of instruction to panels provided in one central handbook.
- 2. Publication of a central personnel handbook that explains overall Agency personnel procedures and opportunities
    - Revise career service handbooks to ensure descriptions of promotion requirements are meaningful
  - 3. Design clearly defined specialist corps in each career service and review through Executive Committee

Objective #3--One Agency

Problems

- 1. Lot of progress; more to go
- 2. In era of short resources for foreseeable future, maximum cooperation needed

Solutions

- 1. Rotational assignments to qualify for supergrade (SIS)
  - All non-specialists SIS 3,4,5,--one two-year tour outside own career service (interdirectorate)
  - All non-specialist SIS 1,2--one two-year tour outside own sub-career service (intradirectorate) *or outside own career service (interdirectorate)*
  - Next years, if not done so, next assignment will be outside career service
  - After three years must have commenced such assignment

2. Agency-wide vacancy advertising
  - OP determine if not warranted
3. Supergrade promotions all within SIS
  - On Agency-wide basis
  - Under DCI direction
  - Panels for GS-16s
  - ExComm rankings to DCI for GS-17s and 18s
  - ExComm review of top candidates for key management jobs